Models
THAT GENERATE IMPACT
Index

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2018 was a great year for the evolution and consolidation of the intervention models of Fundación Corona that have been strengthened since the strategic alignment of 2013. The focus of our strategic lines of Education to Employment and Education for Citizen Participation, continue to be relevant and generate new opportunities that catalyze the progress and social development of the country.

This approach, which began under the leadership of Ángela Escallón Emiliani, who we miss and left us countless lessons, recognizes that working on complex problems such as the lack of citizen engagement and unemployment of vulnerable population, can only be solved if we articulate our work with the strengths of other actors, working in each territory according to its context and putting the citizens at the center of the conversation.

“At Fundación Corona, we contribute to the development of the country”
At Fundación Corona, we contribute to the development of the country from our models with a comprehensive view of the problem, sharing different strategies, tactics and promoting all stakeholder participation to address complex problems. This year we worked with 215 allies and partners, key players in each territory that led to appropriation, sustainability and local impact.

The Inclusive Employment Model has been established and is having an impact and positive results in regions such as Urabá, Cali, Manizales, and Bogotá. Meanwhile, throughout the process of creation, the Citizen Engagement Model has acted as the basis for the design of new initiatives such as Activa Buenaventura. Finally, as for the Payment-by-results model, positive progress has been made, as the first social impact bond program has come to a close and the design of the second is taking place in the city of Cali.

During 2019 we will continue our strategy, highlighting the importance of information for decision making, the definition of collective goals and long-term work plans to scale impact.

In this report we would like to share the progress and results of the initiatives and models of Fundación Corona, thank and acknowledge all our partners who make this possible, and invite them to continue working together on our strategic agendas.

“sharing different strategies, tactics and promoting all stakeholder participation to address complex problems”
The national government recognized the importance of incorporating open state public policy in the National Development Plan, based on the guidelines and recommendations made by the Open Government Partnership, of which we are a member.

Along with the Carvajal Foundation and other strategic partners from the Valle del Cauca, we were chosen by USAID to implement our Citizen Involvement Model in Buenaventura for 5 years.

We were chosen to present at the United Nations' Cities Alliance High Level Political Forum on Sustainable Development, held in New York City.
We partnered with the MINTRABAJO to develop and determine the 2019 action plan for employment policy.

The First Social Impact Bond came to a close in an emerging country that generated both learning and innovation recommendations in public policy and payment-by-results schemes, incorporated in the National Development Plan.

Through our initiatives, 1,528 Colombians from vulnerable populations were able to access formal employment. 57% more than in 2017.
We work collaboratively with partners and allies to create a more equitable Colombia.

Together with our partners and allies, we produced 215 equitable partners and allies.

46 technical publications.

34 national and international events.

We were able to ensure that Corona Foundation's agendas be taken into account during the creation of public policies.
Corona Foundation works to find solutions to social problems and towards social development, a better quality of life, and equity in Colombia through innovative, replicable, comprehensive, and sustainable development models. We focus on testing and learning from the initiatives in which we participate, as well as identifying paths for change that are replicable in other contexts. These are the basis of our models.

We consider knowledge to be a public good. For this reason, we share it in order to strengthen individual, organizational, and institutional capacities throughout the regions of the country. We also seek to generate public policy guidelines so that best practices can be scaled to offer more opportunities and a better quality of life.
The Employment Model seeks to break down the barriers that prevent vulnerable populations from accessing formal employment and remaining in said positions. This tool allows for identifying and mapping problem areas and coordinating with stakeholders who can resolve them, providing guidelines, strategies, and methodologies in order to achieve better results. This model serves to help design or strengthen initiatives, promoting the creation of regional partnerships focused on education to employment.
Through the Education-to-Employment area, we implemented the Inclusive Employment Model, which achieved the following results in 2018:

1.528 people from vulnerable populations found employment, with a total income estimated at $4 billion Colombian pesos.

Supported inclusive employment processes in 6 regions: Bogotá, Cali, Manizales, Medellín, Santa Marta, and the Urabá Antioquia region.

Strengthened 150 companies through evaluating selection processes and defining competencies.

23 employment centers and intermediation service providers report their employment management for people with disabilities.
Using this model, 4 levels of action are implemented on the journey from education to employment.

1. Direct actions with the vulnerable population in order to strengthen their capabilities through orientation and training processes.

2. Direct actions with the companies that would like to open their doors to inclusive employment, including through the assessment of their recruiting, selection, and retention processes.

3. Actions focused on the strengthening of institutional stakeholders such as employment centers, public entities, and educational institutions.

4. Regional actions that coordinate public and private stakeholders linked to the Education-to-Employment journey.
We understand the interrelation between the different stages from education to employment, the main barriers in each stage and the main components that must be addressed by multiple stakeholders to promote a successful transit of young people to formal employability.
Initiatives
Education to Employment

Relevant Education
- Enseña por Colombia
- Palabario & Numerario
- Universidad en tu Colegio

Inclusive Employment
- Pacto de Productividad
- Bonos de impacto social

Relevant Education
- Guía de Orientación Socio Ocupacional

EP+EI
- Programa de Promoción del Modelo de Empleo Inclusivo
- NEO - Nuevas Oportunidades de Empleo
- Rumbo Joven
Education for Citizen Participation

The citizen engagement model Participa+ is part of a comprehensive proposal that strengthens 3 types of interaction: between citizens themselves, between citizens and public institutions to form effective advocacy processes, and between institutions and citizens to promote open government processes. This reflects a new way of approaching citizen participation in Colombia, seeking to break down barriers that discourage and limit forms of effective citizen engagement and detract from democracy's legitimacy. For this reason, we learn and implement best practices of civic and public innovation in order to create tools and methodologies that facilitate interaction and creation by both citizens and public actors.
We successfully established our citizen engagement model Participa+ and the first comprehensive implementation pilot project in Buenaventura.

We were recognized as a guarantor of reliability and transparency by President Iván Duque, who requested the support of Cartagena Cómo Vamos in the election of Cartagena’s Acting Mayor.

We designed a methodology for regionalizing the objectives of the Sustainable Development Goals, which allowed local administrations to set goals based on each region’s priorities.

In our Education for Citizen Engagement area, we lead strategies and interventions to make citizen engagement effective. During 2018:
Using this model, 4 levels of action are implemented on the journey from education to employment.

1. Diagnosing challenges and opportunities for the local ecosystem with regard to community participation.

2. Design, analysis, and strategic planning of projects focused on strengthening citizen engagement.

3. Coordinating and finding opportunities for complementarity between actors in the participation ecosystem.

4. Technical and technological transfer to develop key knowledge in order to implement and strengthen initiatives for citizen engagement.

5. Strengthening public institutions and public policy processes to improve mechanisms and/or spaces for citizen engagement.

6. Researching and evaluating initiatives, projects, and policies for citizen participation. Developing messages and strategies to promote participation.

7. Measuring progress and results of policies and initiatives implemented in the region under the model’s framework.
This model promotes interactions between the organized citizenship and the government institutions.

This model promotes effective citizen engagement through three types of strategies:

1. **Accountability** (C → I)
2. **Responsiveness**
3. **Effective interaction** (C → C)
4. **Horizontality** (I → C)
5. **Open government** (I → C)
6. **Organized citizens** (C → C)

Model

**Education for Citizen Participation**
Initiatives
Education for Citizen Participation

Citizen Leadership
- Origen
- Hacia Allá Vamos
- Premio Cívico Por Una Ciudad Mejor
- Todos por la Educación

Incidence
- Así Vamos en Salud
- Ciudades Cómo Vamos
- Unidos Por los ODS

Open government
- SeamOS
- À Tu Servicio Bogotá
- Red de Ciudades Cómo Vamos

Model: Participa+
- Activa Buenaventura
- Modelo de Involucramiento Ciudadano Participa+
We continue to work with Corona on projects related to accessing potable water and basic sanitation and improving community services infrastructure and priority interest housing. Together with Corona, Corona Foundation, and Alpina Foundation, in 2018 we closed and delivered a project that provided two communities in Manaure, Guajira with two water purification systems and educational training programs on healthy living habits.
Likewise, together with Corona, Corona Foundation, and EPM Foundation, we organized and implemented a project to bring water purification systems and water resources management training to the municipalities of Arcabuco (Boyacá) and Nemocón (Cundinamarca), under the program “Educación para el agua, agua para la educación,” benefitting more than 900 students in the region.

With the technical support of the EPM Foundation, we carried out a diagnostic assessment with 20 families located in the Arcabuco municipality, in order to determine basic sanitation needs and create a plan to implement in the first quarter of 2019.
SIBs.CO is the Social Impact Bond program in Colombia, which aims to develop a payment-by-results model in Colombia and help the government to make its public spending more effective. The Social Impact Bond is an innovative model for financing and contracting social programs in which the government pays based on previously agreed goals, which contribute to improving the population’s living conditions. It is an effective framework that spreads knowledge about social problems and transforms the way in which they are addressed. The program was born two years ago from a partnership between Corona Foundation, the State Secretariat for Economic Affairs of Switzerland (SECO), the innovation laboratory of the Inter-American Development Bank (IDB-LAB), Colombia’s Administrative Department for Social Prosperity, the Bolívar Davivienda Foundation, the Mario Santo Domingo Foundation, and the Corporación Inversor.
At Corona Foundation, we recognize the importance of coordination between various actors to find innovative solutions to social challenges and to promote a more effective use of available resources. That is why we commit to Social Impact Bonds, a mechanism that is based on the creation of partnerships between the public sector, private investors, and operators in order to solve complex social problems. Thanks to SIBs.CO, Colombia has become a regional and global example, as it is the first middle income country where a Social Impact Bond has been successfully implemented, and where the design of the second will be completed in 2019. Corona Foundation, as a reference point regarding the topic of inclusive employment, has not only been part of the implementation of this first program of SIBs.CO, Empleando Futuro, but has also developed strategies to strengthen potential stakeholders in the Social Impact Bond ecosystem. It has also sought to ensure that knowledge about this framework and its pilots in Colombia be a public good for the country. Corona Foundation believes that this type of framework will continue to be an effective tool that has the potential to change the way in which social problems are addressed in Colombia and worldwide.
Model
Social impact bonds

- **Government / Founders**
  Aims to identify and implement new change models.

- **Social organizations**
  Seek to grow and strengthen their capacity

- **Investors**
  They are prepared to provide working capital to finance the implementation of the SIB allowing to reach results.
Results 2018

In 2018, the first Social Impact Bond program that began in 2017 came to a close, achieving the following results:

Empleando Futuro, the first Social Impact Bond (SIB) in Colombia, allowed the national government, through the Department for Social Prosperity (DPS), to try a new mechanism to improve the effectiveness of its social spending.

The national government recognizes the importance and results achieved with the first Social Impact Bond and includes it as an innovation tool in the National Development Plan 2018-2022, together with the analysis of the possible structuring of a payment-by-results fund.
Results 2018

899 vulnerable people placed in formal and decent jobs.

677 vulnerable people retained formal and decent jobs for 3 months.

309 vulnerable people held jobs for 6 months.

With resources from SECO, the Department for Social Prosperity and the IDB Lab allocated

$3 billion Colombian pesos

$1.5 billion each
to pay for employment results and employee retention of vulnerable populations.
Financial Statements
# FUNDACIÓN CORONA

**ESTADOS DE SITUACIÓN FINANCIERA AL 31 DE DICIEMBRE DE 2018 Y 2017**

(En miles de pesos Colombianos)

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Las notas adjuntas forman parte integral de estos estados financieros.

**Claudia Sanchez Rodriguez**
Revisor Fiscal
Designada por Deloitte & Touche Ltda
Tarea profesional No. 61037-T
(Ver mi informe adjunto)
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Daniel Uribe Párra
Representante Legal

Claudia Sánchez Rodríguez
Concejala Fiscal

Designado por Deloitte & Touche Ltda
Tarjeta profesional No. 109095 - T
(Válido en informe adjunto)